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The Director of Central Intelligence
Washington, D.C 20505

Critical Intelligence Problems Committee

DCI/ICS 86-3784
3 September 1986

MEMORANDUM FOR:

[redacted], CIA
[redacted], DIA

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[redacted] NSA

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Maj. David Berns, Army
Capt. Robert Vosilus, Navy
LTC Richard O'Neil, Air Force
Maj. Mike Maxie, USMC

[redacted], HUMINT Committee
[redacted] COMIREX

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Dr. Albert R. Miller, ASD(C³I)
Mr. Joseph Pasquariello, DCA

FROM:

Chairman, CIPC Study of Intelligence as a Force
Multiplier: NFIP Support to US Military Forces

SUBJECT: Results of 26 August Working Group Meeting and Next Steps

1. Herewith the results of the subject meeting for your review and comment as appropriate. N.b., please, the target dates for the various contributions mentioned in the attachment.

2. The next meeting of the Working Group will be on

Tuesday, 30 September, 1000-1330, Room 6N02, CHB.

3. Please let [redacted] know who will be
representing your agency if you can't make the meeting.

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SUBJECT: Results of 26 August Working Group Meeting and Next Steps

Distribution: ICS/DCI 86-3784

- 1 - VC/CIPC
- 1 - ES/CIPC
- 1 - CIPC/[redacted]
- 1 - CIPC/[redacted]
- 1 - CIPC/Subj
- 1 - CIPC/Chrono
- 1 - [redacted] ICS/PBS
- 1 - SIGINT Committee
- 1 - [redacted] ICS/PPS
- 1 - [redacted], NIO/GPF
- 1 - [redacted], CIA/HIC
- 1 - [redacted] DIA
- 1 - P. Torelli, DCA
- 1 - [redacted] NSA
- 1 - ICS Registry

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DCI/ICS/CIPC [redacted] 29 Aug 86)

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Intelligence as a Force Multiplier: NFIP Support to US Military ForcesResults of Meeting of the CIPC Working Group, 26 August 1986Proceedings

1. The View from the Top. The group (see Appendix 1 for a list of attendees) was informed about the guidance received earlier in the day by the Vice Chairman, CIPC about the study. In keeping with the DCI's original request for the study, the Vice Chairman reported that the study will be used in connection with the DCI's budgetary planning, development, and review. He also noted that it should be much shorter than recent studies of its kind.

2. Implementation. [redacted] DIA, briefed DIA's proposed "implementation plan" for the study (as part of the preparations for the meeting, the plan was discussed with the Chairman and DIA representatives at a meeting at DIA convened by [redacted] on 31 July 1986). The plan---keyed to the study's TOR (approved by the C/CIPC on 13 August 1986) and agreed methodology--was sent to Working Group members on 4 August. It organizes the DoD-based effort to develop draft contributions. According to the agreed plan (see Appendix 2), each of the Services, the DCA, and the ASD(C³I) are to furnish substantial contributions. [redacted] noted that the DIA will develop a questionnaire for the major commands in connection with the plan's Task Force. A draft of the questionnaire will be circulated within the Working Group for comment.

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3. Timing. Because of the time needed to process the results of the questionnaire, inter alia, there is concern that the TOR's target date cannot be met. To proceed as expeditiously as possible, some of the plan's various tasks will be accomplished more or less independently.

4. Chairman's Notes. The following items have been received:

- DIA's POCs. At the meeting, [redacted] distributed a list of DIA's "expert points of contact" for various aspects of the study. They include [redacted]

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- Ltr from DCA Asst Director C4S. Identifies Bob Schaffer and Dr. Paul Torelli as DCA's representatives during his absence. Notes that the study is "an excellent opportunity for better coupling and mutual support" between C³ and I planning activities.

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- Draft SIGINT Contribution. Furnished by NSA, and responsive to D-1 of the study's outline/mehtodology. 25X1
- Draft IMINT Contribution. Furnished by COMIREX, and responsive to Section D-2 of the study's outline/methodology. 25X1
- Letter from Director of Intelligence, USMC. Provides concurrence in the DIA's implementation plan.
- Global Assessment Analyses. Several lengthy volumes furnished by the DCA. ICS, is reviewing from the standpoint of intelligence gaps. 25X1

Next Steps

Unless an earlier meeting is requested by a Working Group member, the next meeting of the Working Group will be held 1000-1330, Tuesday, 30 September 1986, for the purpose of reviewing progress on the various contributions. 25X1



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Appendix 1

Intelligence as a Force Multiplier: NFIP Support to US Military Forces
Meeting of the CIPC Working Group, 26 August 1986

Attendees

<u>Name</u>	<u>Organization</u>	<u>Telephone Number</u>
<div></div>	ICS/CIPC	<div></div>
Robert J. Schaffer	DCA	
David G. Berns	ARMY	
LtCol Michael J. Maxie	HQ, USMC(INT)	
Capt Bob Vosilus	NAVY (OP-009P2)	
<div></div>	NSA	25X1
Al Miller	OSD/C3I	25X1
<div></div>	ICS/COMIREX	
Paul Torelli	DCA/C4S	
<div></div>	DIA	25X1

Notes: CIA, on leave. was representing MAJ Cheryl Almond who will be the Air Force POC. 25X1

CIPC FORCE MULTIPLIER STUDY IMPLEMENTATION PLAN

Purpose: Review and develop the concept of intelligence as a force multiplier, concentrating on the role of the NFIP in enhancing the effectiveness and efficiency of U.S. military forces for theater warfighting.

Goal:

- Identify shortfalls in support to theater military operations.
- Develop and prioritize recommendations that would enable NFIP to increase support to theater military operations.

Assumptions:

1. All force multiplier study working group members will support Service/Agency responsible for leading a segment of the effort with input if requested telephonically.
2. All first draft inputs to CIPC will be concise and previously coordinated among the working group members by the Service/Agency responsible for leading that segment.
3. Lead element for each segment is responsible for ensuring that CIPC and all working group members have a copy of their fully coordinated segment within the proposed timelines.

Preliminaries:

1. Approval of this study outline by the working group members. (LEAD: CIPC). (Implementation plan was approved 26 August 86).
2. For ease of drafting and coordination, each Service/Agency should consider including in its POC list submission to CIPC points of contact in each element which will be playing a key role in the study. For example, DIA would submit the name of its POC for all-source analysis who will lead Task four, Step one and its NFIP programmer who would lead Task five, Step one and would be interested in names of specific Intelligence Community colleagues who will contribute and/or coordinate on those sections. Input is due to CIPC at the time of approval of this outline. (LEAD: CIPC).
3. Provide each working group member a list with names of the Service/Agency points of contact for writing and coordinating the study. The list should include secure and nonsecure phone numbers, building and room numbers, best addresses (including DACOM) to quickly receive draft sections from drafters for coordination. (LEAD: CIPC).

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TASK ONE: Define Force Multiplier and Theater Warfighting (3 pages)
(to be completed 6 weeks after working group approval of implementation plan) (7 October 1986)

1. Define the term "force multiplier" using Service/JCS doctrine. Include types of intelligence that can be a force multiplier (counter-intelligence, situation development, targeting, electronic warfare, etc.). As possible, include the issues of:

--Fighting outnumbered: the perceptions of the Services/JCS on the role of intelligence in situations where the enemy has numerically superior forces.

--Importance of timely and accurate intelligence to success in theater military operations.

--Views concerning force multiplication by various senior military leaders, such as the DCI; DR, DIA; and U&S Commanders.

--(LEAD: ARMY).

2. Document previous examples of intelligence as a force multiplier. Include examples where all-source (HUMINT, SIGINT, IMINT, and MASINT) intelligence support enhanced military forces' capabilities (4 pages). (LEAD: CIA).

3. Provide review of work done on force multiplication by other committees and working groups (2 pages, if applicable). (LEAD: DCA).

4. Define theater warfighting. Incorporate inputs from J-3, J-5, and the Commands, as appropriate (up to 2 pages). (LEAD: MC).

TASK TWO: Define Military Operations and Intelligence Programs and Functions
(to be completed 6 weeks after working group approval of implementation plan) (7 October 1986)

1. Define military operations. Identify and define military mission areas (plan, equip, train, fight, reconstitute, etc.) and sub-areas at theater level (chart). Select which mission areas/subareas will be further studied under Task Four and highlight on chart. Include input from the Commands, as appropriate (2-3 pages/chart). (LEAD: NAVY). (Only Services, DIA, and ASD/C³I coordination required).

2. Identify intelligence programs which support military operations (NFIP, TIARA, other) and elements of these programs (GDIP, TCP, etc.) (chart). (LEAD: DIA).

3. Define types of intelligence functions: I&W, S&T, data bases, targeting, etc. (chart). (LEAD: AIR FORCE).

TASK THREE: Define Intelligence Support
 (to be completed 2 weeks after fully coordinated Task Two results are provided to working group)

1. Describe how intelligence (collection, processing, analysis, dissemination) supports theater military operations (2 pages). (LEAD: DIA).

TASK FOUR: NFIP Support
 (to be completed 12 weeks after fully coordinated Task One, Two, and Three results are provided to working group) (end December 1986)

1. Assess the intelligence disciplines' (e.g. HUMINT, SIGINT) contribution to intelligence functions by NFIP program (charts). (LEAD: DIA).
2. Array the discipline contributions against the mission area(s) to develop intelligence factors (charts). Develop a questionnaire to accomplish this step. (LEAD: DIA).
3. Review D-WIP intelligence requirements of U&S Commands. Identify those requirements that are related to the mission areas selected for further analysis in the study (chart). (LEAD: DIA).

TASK FIVE: NFIP Analysis
 (to be completed 4 weeks after fully coordinated Task Four results are provided to working group)

1. Overview of current NFIP support to theater military operations. Incorporate discipline inputs. (LEAD: DIA).
2. Assess the identified D-WIP requirements against the intelligence factors (chart). (LEAD: DIA).
3. Prioritize and evaluate the potential contributions (chart). (LEAD: CIPC)

TASK SIX: Key Issues (4 pages)
 (to be completed 4 weeks after fully coordinated Task Five results are provided to working group)

1. Develop key issues/gaps for improving NFIP support to theater military operations (such as availability of comms, streamlined tasking mechanisms). (OPR: CIPC)
2. Summarize assumptions and study limitations, including years covered (OPR: C3I).

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